



General Obligation Bond Program

www.miamidade.gov/build

In 2005, Miami-Dade County embarked on one of the most ambitious capital improvement programs in its history. Thanks to unprecedented and overwhelming support by the voters of Miami-Dade, the *Building Better Communities* General Obligation Bond Program will provide \$2.9 billion to fund more than 300 capital improvements throughout the County over the next 15 to 20 years. Simply put, the bond program is designed to address our community's most pressing infrastructure needs and invest in the quality of life for residents now and for generations to come. It truly is the single, most important and significant program the County has undertaken in quite some time.

For a historical perspective and to understand what we expect to accomplish upon completion of this massive undertaking, it is useful to look back more than three decades to the County's highly successful *Decade of Progress* Bond Program. That \$553 million initiative, approved by voters in 1972, funded much of the existing infrastructure in Miami-Dade today. Because of the *Decade of Progress*, we were able to create MetroZoo, build solid waste facilities, provide local dollars for MetroRail, expand our water and sewer system and develop several regional parks including Amelia Earhart Park and Tropical Park. It is hard to imagine our community today without the benefit of what was a historic and far-reaching capital program. I am confident that 20 years from now, the residents of Miami-Dade will look back on the *Building Better Communities* program in the same way.

As approved by voters in a November 2, 2004 referendum, the more than 300 individual bond projects will be spread out over approximately 600 locales throughout the County. Projected to be completed in a 15-20 year time span, these capital projects truly touch every facet of our community from large, complex infrastructure improvements -- including critical repairs to bridges, our water/sewer and drainage systems, and public safety facilities -- to smaller, neighborhood projects, such as new sidewalks and bikeways, upgrades to parks and recreation facilities and the expansion of branch libraries and community centers.

We have made significant progress over the past year in launching the *Building Better Communities* program despite the significant distractions caused by the 2005 hurricane season. Hurricanes Katrina and Wilma took a toll on our capital programs during the fall months, but as we move into the new year I am confident we will regain momentum.

George M. Burgess
Miami-Dade County Manager



Progress Over Past 12 Months

Creating the Office of Capital Improvements

To oversee implementation of the *Building Better Communities* program, the County administration took the opportunity to recreate the **Office of Capital Improvements (OCI)**, modeled after the success of the previous incarnation of this office in the 1970's and 1980's after the *Decade of Progress*. OCI serves as a resource to County departments engaged in capital construction and to municipalities that receive bond sale proceeds.

One of the key mandates of the office is to revamp the County's capital improvement methodologies to ensure timely and effective construction processes. OCI is tasked with assisting departments, agencies and municipalities with the coordination and management of the bond program. The office's responsibilities include:

- Monitoring inter-local agreements with the municipalities
- Coordinating workforce programs and job initiatives
- Developing and implementing the program schedules and managing program costs
- Assisting the Finance Department in coordinating the timing and availability of bond funds expenditures
- Monitoring programs and cash flow
- Supporting the Office of Strategic Business Management and the Finance Department in reporting arbitrage and interest revenue and expenses
- Staffing the Citizens' Advisory Committee (CAC) that advises the County Manager, Mayor and Board of County Commissioners on the bond program.



Miami-Dade officially launched the bond program on June 28, 2005 during a groundbreaking ceremony at Virginia Key Beach Park, the site of a new museum and cultural center funded through the bond program.

First Bond Sale Funds Initial Series of 229 Projects

The *Building Better Communities* program got off to a good start in the financial marketplace when on July 7, 2005, the County sold the first series of bonds in the amount of \$250 million in a highly competitive sale. The winning bid, offered by Merrill Lynch at true interest cost of 4.5293%, was lower than what was anticipated and indicative of the County's fiscal health reflected by our AA-rating.

Due to the lower-than-expected rate, an additional \$13.635 million in bonds were sold. On July 21, 2005 the County closed on the sale of the bonds making \$263.635 million immediately available for capital projects. As directed by the Board of County Commissioners, the first bond sale is funding 229 projects scheduled for start-up in 2005-2006. These initial projects include community improvements in the following areas:

- **Parks, Recreation and Green Space.** More than 60 parks and recreation projects including Miami MetroZoo enhancements, beach renourishment, renovations to the Orange Bowl and the protection of agricultural and environmentally sensitive lands.
- **Culture and Education.** Improvements to six branch libraries, historic sites — including Virginia Key Beach Park, Vizcaya and the Lyric Theater — renovation to Headstart facilities and construction of a new Cuban Museum.
- **Community and Neighborhood.** Renovations to neighborhood service centers, municipal buildings, new bike paths/sidewalks and affordable housing.
- **Public Safety.** Upgrade courthouses, correctional, fire-rescue, police, medical examiner and animal services facilities.
- **Infrastructure.** Expanded water, sewer, sidewalks, drainage systems, bridge repairs, upgrades to government facilities.
- **Healthcare.** Improvements to Jackson Memorial Hospital facilities.
- **Business Development.** Economic development funds to support local business growth, the expansion of Miami Beach Convention Center and the construction of the Martin Luther King Business Center.



The bond projects will improve the quality of life for residents today and generations to come.

The initial series of projects touch every neighborhood in Miami-Dade. The list of 229 projects was approved by the Board, based on the following criteria:

- Community needs
- Project scope and readiness
- Geographic balance spread over 13 Commission Districts
- Leveraging opportunities for additional funding
- Contractual agreements
- Municipal priorities

For a complete list of bond projects, visit
www.miamidade.gov/build
or call the Office of Capital Improvements at
305-375-1900.

Municipal Participation

As part of the *Building Better Communities* Bond Program, the Board of County Commissioners reviewed and approved an allocation formula to equitably distribute bond funds to municipalities based on a weighted formula. This formula distributes the \$260 million dollars allocated to municipalities in direct proportion to each municipality's population (75% factor) and contribution to the County's tax roll (25% factor). As with all bond proceeds, the availability of funds is distributed over the course of 15 years with the first series being currently available.

During this past year, the County has worked with each of the cities, towns and villages to identify their current needs and create interlocal agreements to govern the distribution and scheduling of the available funds. The funds available for municipal projects from the first series of bond sales is \$62 million. To date, we have fully executed 13 agreements with five cities and have another 28 agreements in the process. These agreements represent \$15 million or 24% of the currently available funds. The municipalities are working diligently to effectively plan and schedule their respective funds in order to provide the best possible use of our taxpayer's dollars.

Public Outreach Efforts

The overwhelming success of all eight *Building Better Communities* ballot questions in the 2004 referendum was due in large part to an enormous public outreach effort. People from all sectors of Miami-Dade came together to do something important for us now and for generations to come. As we moved forward with the implementation of the bond program in 2005, the County remained committed to a strong and pro-active public involvement program in support of the *Building Better Communities* program.

The first step in ensuring civic participation was the appointment of a 21-member Citizens' Advisory Committee, which is comprised of 13 members appointed by each of the County Commissioners, three members appointed by the County Mayor and five members who are appointed by the County Manager. The role of the CAC is to advise the Mayor, Board and County Manager on any re-allocations or unspent bond funds and to assist with keeping the community informed on the progress of the bond program.



The Village of Palmetto Bay received \$200,000 to use for park improvements. Through the municipal component the Village will receive a total of \$3 million.

CAC Membership

- **Chair, Robin Reiter-Faragalli**, President, Miami Childrens Hospital Foundation
- **Vice Chair, Jose Andreu**, Retired, Banker
- **Elio Alfonso**, Property Manager
- **Enrique A. Bello**, Licensed Real Estate Broker
- **Barbara Bisno**, Former Assistant U.S. Attorney
- **Joseph E. Bober**, Attorney, (resigned January 2006)
- **Esther Smith Fano**, Interim Director, Miami-Dade College Hospitality Management Program
- **Guy Forchion**, Assistant Executive Director, Virginia Key Beach Park Trust
- **George Foyo**, President, Blue Cross and Blue Shield of Florida Chamber of Commerce
- **Fred Frost**, President, South Florida AFL-CIO
- **Sandra Gonzalez-Levy**, Senior Vice President Terremark Worldwide
- **Armando Gutierrez, Jr.**, President, Gutierrez Group
- **Wendell James**, Civic Activist
- **George Lindemann**, Civic Activist
- **Jose Antonio Martinez**, Senior Vice President, Beacon Council
- **Jeffrey A. Mishcon**, Former Mayor City of North Miami Beach
- **Ann Pope**, President, Ann Pope Consulting
- **Sylvia Person**, Miami-Dade County Transit Department
- **Alan Rubin**, Consultant, Akerman Senterfitt
- **Juan T. Sanchez**, Pharmaceutical Consultant
- **Reverend Dr. James Wise**, Pastor - Mt. Pleasant Missionary Baptist Church

The CAC held its first meeting in August 2005 and continue to meet at least quarterly. The committee selected long-time Miami civic activist Robin Reiter-Faragalli as its chair and businessman Jose Andreu as the co-chair.

In addition, a comprehensive, countywide outreach campaign has been developed and continues to be supported by OCI staff and the Communications Department. Components include the production of public information materials, the creation of public service announcements and other programming on Miami-Dade TV, advertising, a speaker's bureau initiative, quarterly print newsletter and an easy-to-use website. Anyone with computer access can visit www.miamidade.gov/build for information on individual bond projects, related events such as groundbreakings, and Commission actions. Other public outreach efforts include:

- To keep Miami-Dade residents informed on where bond money is being spent and what projects are underway in their neighborhoods, *Building Better Communities* construction signs have been placed at locales where projects will be underway in the coming year. To date, approximately 60 signs have been erected at project sites throughout Miami-Dade.
- Additionally, a Public Involvement Program has been created for all County construction projects with budgets over \$1 million. The purpose of this program is to help minimize the disruptive effects of infrastructure projects on businesses in the area of construction. The program is intended to provide assistance to those businesses through a number of methods including: strategies to maximize access to areas where construction is taking place; develop maintenance of traffic and parking plans; and communication initiatives to keep local residents informed concerning the work plan.
- A multi-lingual, community newspaper advertising campaign was developed to inform the public of neighborhood projects. Advertisements have been placed in English and Spanish language community newspapers and in publications serving the African-American, Caribbean and Haitian communities.

- County Commissioners participated in a number of groundbreaking events for bond projects in their Commission districts. These groundbreaking ceremonies signaled the start-up of projects such as new sidewalks in West Perrine; a new park in Palmetto Bay; and construction of the long-awaited South Dade Cultural Arts Center (funded in part by the bond program). County Commissioners presented a check for \$5 million to the City of Hialeah to help fund construction of 300 new affordable housing units in that city as part of the bond program.

Community Newspapers' Public Awareness Campaign

BUILDING BETTER COMMUNITIES
General Obligation Bond Program

COMING SOON!

MIAMI-DADE COUNTY

Your Dollars at Work

A BETTER PLACE to LIVE WORK and PLAY

www.miamidade.gov
or call 305-375-1900

Delivering Excellence Every Day

Commissioner Bruno Barreiro

At Work For You!

"The Building Better Communities Bond Program is one of the most ambitious capital construction programs befitting Miami-Dade County residents for decades to come. The more than 300 projects will improve our community in many important ways. From upgrades to park facilities, to the expansion of healthcare facilities, to improvements to water, sewer and drainage systems - Miami-Dade County will become a better place to live, work and play."

For those of us who live in Miami Beach, the Downtown area, parts of Brickell and The Roads as well as in Sherandoah and Little Havana our neighborhoods will especially benefit from the Building Better Communities Bond Program and will include..."

- Upgrades to the Orange Bowl, Wolfsonian Museum and the Miami Beach Convention Center
- Improvements to Joe Moretti Elderly Center and the South Shore Community Center
- Renovations to North Shore, Shenandoah and Grapeland Heights Library
- Improvements to Monument Island & Flagler Memorial
- Enhancements to Flamingo, Lummus and more than a dozen neighborhood parks

For a complete list of projects, visit www.miamidade.gov/build or contact Commissioner Barreiro at 305-643-8525.

An advertising campaign in community newspapers that features district projects was created to inform residents about bond activities in their neighborhoods. Commissioner Bruno A. Barreiro, chair of the Board of County Commissioners' GOB Subcommittee, was one of several commissioners participating in the 2005 campaign; other commission districts will be featured this year.

Economic Development

The *Building Better Communities* program is an important economic development tool for our community. One of the benefits of a capital improvement program of this magnitude is the significant reinvestment of cash flow into the community through contracting opportunities. It is projected that there will be significant job growth not only in the construction trades, but also in the architectural/engineering and construction fields as new projects come on line. The contracting process is just now getting underway. In 2005, the County awarded 26 professional service agreements and construction contracts for bond supported projects; this number is expected to increase substantially in the coming year. This number does not include work assigned to existing contracts.

To ensure maximum participation by local residents in the economic opportunities put forth by the bond program, the Board has allocated \$250,000 to establish a job training program with the intention of preparing the unemployed and underemployed for future job opportunities. The Office of Capital Improvements met with 40 community agencies and educational organizations last fall to discuss how job training would most benefit our community. Ideas were solicited from these groups and we are formulating a program to present to the Board.

According to the 2004 economic impact study undertaken by the Washington Economics Group, the end result of the *Building Better Communities* program is "an improvement in the County's quality of life and a noticeable boost to economic opportunities and jobs for Miami-Dade residents." It is our commitment that all sectors of our community benefit.

Grant Funds

As part of the bond initiative, an **Economic Development Grant Fund** (EDF) was also approved by voters. This fund is targeted for the construction of critical infrastructure improve-

ments in areas which historically may not been able to attract new businesses due to the lack of infrastructure. The grant includes \$75 million for countywide projects and \$15 million to be used in Targeted Urban Areas. Final funding decisions will be made by the Board. A criteria and selection process has been established to determine projects and construction timetables. Eligible uses for the fund include: road improvements, water and sewer expansions, fencing, sidewalks, entryways,

lighting, handicap accessibility; acquisition of land or buildings; and new construction and/or renovation of buildings.

Another grant fund approved as a component of the

Building Better Communities program is the **Not-For-Profit Community Organization Grant Fund**. The program provides grant funds to non-profit organizations, which meet established criteria, for capital improvement projects. The initial disbursements are scheduled for the summer of 2006. The organizations supported by this fund in turn enhance the quality of life of our residents by delivering needed services.

The economic development benefit will evolve over time as improvements to public facilities encourage increased investment by private property owners. An upgraded infrastructure improves the overall quality of life and enhances our ability to retain industry and attract new jobs to our County.

Administrative Process

An administrative process has been established to oversee and perform all services relating to the issuance, investment, and accounting of the proceeds from the General Obligation Bond debt. This process includes monitoring the construction of all projects financed from bond proceeds, and staffing the Citizens' Advisory Committee which monitors and advises the County Manager and the Board of County Commission relating to the use of bond monies.

"The Building Better Communities bond program has the potential to contribute greatly to the creation of a highly competitive economy in Miami-Dade County. In doing so, the bond program will impact the standard of living of all residents."

-- Tony Villamil, Chief Executive Officer
The Washington Economics Group, Inc.

Recognizing the difficulty of monitoring the many details of the more than 300 construction projects, one of the first priorities for the administrative staff was to create a tracking system. A web-based project management tool was developed that includes every bond program project, site, cost and other associated details. This database can be easily updated and is available to all County departments.

The database will also help us to manage the projects by providing data to project managers on a monthly basis, allowing for comparison with baseline information. This will help to quickly identify projects that may be lagging behind or not staying within budget and therefore allow for prompt remedial action. County departments have been trained by OCI staff on the use of the system.

And, in keeping with our promise to provide this information to the community, we are currently working to make this information available to residents.

We understand the fiduciary responsibility of ensuring the appropriate expenditure of the bond funds. Guidelines and procedures have been established for the review and approval of payment requests received from County departments and outside stakeholders to pay incurred expenses related to the projects. Those guidelines and procedures were distributed to departments in September 2005. Expenditure index codes have been established and associated with individual project sites for the Series (2005) bond sale revenue.

Administrative staff also supports the Citizens' Advisory Committee and the GOB Subcommittee. General Obligation Bond items are heard by the Infrastructure and Land Use Committee and the committee of jurisdiction (based on the type of project). Finally, the schedules for the bond projects are approved by the full Board of County Commissioners.



Conclusion

Over the past year, we have taken significant strides in establishing the mechanism for implementing one of the most significant capital programs undertaken by our County. Policies have been established by the Board; administrative procedures have been put in place; and staff have been assigned to key tasks. In the coming year, a large part of our focus will be land acquisition and the hiring of architectural firms who will handle design and engineering work for the larger projects funded by the initial bond sale. On the construction side, our focus is to proceed with the smaller and less complex projects such as sidewalk improvements, neighborhood parks and drainage systems.

With your support, we expect to make great progress in the coming year. The overwhelming voter approval of the *Building Better Communities* Bond Program in 2004 provided a strong vote of confidence in our County government. It is now our job to reward this confidence by getting the job done.